

Cultural Influences and Succession Management among Family Owned Businesses in Southeast Nigeria

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ABSTRACT

Finding a model for addressing the unimpressive rising mortality rate of family owned business model in Nigeria has being a teething problem. This study therefore examined cultural influences and succession management among family owned businesses in southeast Nigeria using an econometric regression model of the Ordinary Least Square (OLS) on a sample of 321 respondents in South-East Nigeria. Findings revealed that inheritance laws have a positive relationship with succession management proxied by business generation survival in southeast Nigeria and it accounts for 34.2% growths in business generation survival in southeast Nigeria. Apprenticeship system has a direct and positive relationship with succession management proxied by business generation survival in southeast Nigeria. and it accounts for 57.4% growths in succession management in southeast Nigeria. Female seclusion and polygamy have inverse relationship with succession management in southeast Nigeria. Either of female seclusion and polygamy will negatively affect succession management in southeast Nigeria by 11.5% and 33.1% respectively. Family governance has positive relationship with succession management in southeast Nigeria. It accounts for 46.1% influence on succession management in southeast Nigeria. In other words as family governance increases succession management increases by 46.1%. In the final analysis, all the five regression coefficients (inheritance laws, apprenticeship system, female

seclusion, family governance and polygamy) have significant influence on succession management in southeast Nigeria. Based on the findings of this study, the following recommendations are made: With respect to inheritance laws and polygamy the original owners of family owned businesses should consider have a planned succession management by ensuring that the successor undergoes the necessary tutelage and mentoring for succession. Apprenticeship system was found to be significant. It important that the owner ensures that the intended successor undergoes the needed apprenticeship training to enable acquire the needed intellectuality for growing and sustaining the business. Females segregation is found to be significant and should be discourage by law and the original owners of FOBs. This is because some females are born with innate abilities and critical thinking aids successful management and when they are segregated by inheritance laws, family members may mismanage the business among others.

INTRODUCTION

Most of the businesses that generate serious economic activities around the world are Family Owned Businesses (FOB). They have been described in extant literature as engine of growth and are regarded as a great pushing force for economic expansion, creation of jobs, redistribution of wealth and social stability (Taruwina, 2011, Nwadukwe, 2012). The Family Owned Businesses (FOB) have had a chequered history. The business model is regarded as the oldest in the world and has been instrumental to

more than 50% of the private sector workforce and most prevalent type of business organizations worldwide (Nnabuife & Okoli, 2017). In Southeast Nigeria, the family owned business model is perceptibly and arguably the most predominant business. Unlike the traditional companies, the family owned business model is found in every nooks and cranny in the five states -Anambra, Enugu, Ebonyi, Imo and Abia- that make up southeast, Nigeria and they operative with similar characteristics that has

How to cite this paper: Akwaeze, Emeka Alex | Abba, Ugochukwu Evaristus | Edokobi, Tonna David "Cultural Influences and Succession Management among Family Owned Businesses in Southeast Nigeria" Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-7 | Issue-3, June 2023, pp.885-894, www.ijtsrd.com/papers/ijtsrd57516.pdf



IJTSRD57516

URL:

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very serious ramification on the management of the firms. Most family firms owners view the business as more than just an investment that has a long-term strategic outlook thus family owners/managers are emotionally attached to the company and tries to shape the business in line with the family values. Family firms perceive themselves as such and have an affinity for other family firms. Plausibly, this perception in the management of family owned business model in southeast Nigeria emanates from the culture of the Igbo man which has some critical characteristics like inheritance laws, apprenticeship system, female seclusion, family governance and polygamy that shapes their business life and consequently succession management of their businesses.

Research has shown that despite the unique role of family owned business in generating substantial amount of economic activity and contributing immensely to growth in emerging and developed economies, that only roughly one third of family businesses survive the transition from founder (first generation) ownership to second generation owner-management. Of those that successfully complete this transition, only roughly one third tend to survive the transition from second to third (and beyond) generation ownership (Wee, Mohamed and Hasliza, 2015). This is corroborated by Nnabuife and Okoli (2017) that a large number of Family Owned Businesses (FOB's) in Anambra State that have either closed shop or stopped functioning properly at the demise of the owner/manager as a result of what appears to be lack of proper succession planning. Given the importance of this business model to a developing economy like Nigeria and significant role it plays in terms of economic expansion, creation of jobs, redistribution of wealth and social stability it is imperative that the government, academia and stakeholders seeks lasting solution the mortality rate of family owned business in Nigeria. As cited by Okoli, Ezeanolue and Edoko (2019) Family Owned Businesses (FOB) account for about 70% to 95% of all business entities in most countries around the world and also create between 50 and 80% employment. For instance, family businesses generate about 79% jobs and account for two-third of GDP in India. They also create about 85% employment and account for about 50% of the GDP in Brazil (Family Firm Institute). In the same vein, family businesses in Nigeria contribute 46.54% to GDP (SMEDAN, 2012; Bernard, 2013; Ogbechie & Anetor, 2015; European Family Business, 2012; Abouzaid, 2008).

Statement of the Problem

This study was necessitated by unimpressive rising mortality rate of family owned business model in

Nigeria. Okoli, Ezeanolue and Edoko (2019) noted that despite the vital roles played by family-owned enterprises in Nigeria, they are still faced with the problem of succession as about 95% of family businesses do not survive the third generation of ownership. The family owned business model has been responsible for the fight against poverty in the region through job creation and revenue generation to the government. The rising and soaring poverty level in the country has informed the government to engender various poverty reduction policies aimed at promoting entrepreneurship and entrepreneurial development which consequently gives birth to family owned businesses. Consequently, the sustainability of the business model as going concern that is expected to live and outlive the owner of the business calls for a planned succession management. Extant literature revealed that cultural influences play very serious roles in succession management (Aderonke, 2014; Jina, 2014; Nwadukwe, 2012; Taruwinga, 2011). Researchers have investigated this study area but none the identified research have holistically looked at the various components of Igbo culture like inheritance laws, apprenticeship system, female seclusion, family governance and polygamy which arguably shapes the business life people from southeast extraction in Nigeria. This study therefore fills this literature and knowledge gap by examining cultural influences and succession management among family owned businesses in southeast Nigeria.

Objectives of the Study

The broad objective of the study is to examine cultural influences and succession management among family owned businesses in southeast Nigeria. Specifically, the study intends to:

1. Ascertain the extent to which inheritance laws have influenced succession management among family owned businesses in southeast Nigeria.
2. Ascertain the extent to which apprenticeship system have influenced succession management among family owned businesses in southeast Nigeria.
3. Ascertain the extent to which female seclusion has influenced succession management among family owned businesses in southeast Nigeria.
4. Ascertain the extent to which family governance has influenced succession management among family owned businesses in southeast Nigeria.
5. Ascertain the extent to which polygamy has influenced succession management among family owned businesses in southeast Nigeria

Research Questions

1. To what extent have inheritance laws influenced succession management among family owned businesses in southeast Nigeria?

2. To what extent has apprenticeship system influenced succession management among family owned businesses in southeast Nigeria?
3. To what extent has female seclusion influenced succession management among family owned businesses in southeast Nigeria?
4. To what extent has family governance influenced succession management among family owned businesses in southeast Nigeria?
5. To what extent has polygamy influenced succession management among family owned businesses in southeast Nigeria?

Hypotheses for the Study

Ho₁: Inheritance laws have no significant influence on succession management among family owned businesses in southeast Nigeria

Ho₁: Apprenticeship system laws have no significant influence on succession management among family owned businesses in southeast Nigeria

Ho₁: Female seclusion has no significant influence on succession management among family owned businesses in southeast Nigeria

Ho₁: Family governance has no significant influence on succession management among family owned businesses in southeast Nigeria

Ho₁: Polygamy has no significant influence on succession management among family owned businesses in southeast Nigeria

Empirical Literature

Nnabuife, Nwogwugwu and Okoli (2019) investigated polygamy and the role it plays in smooth succession of FOBs in the Southeast Nigeria using the kitchen model of succession in FOBs. Findings revealed that Sentiments and emotions, Fear of bias, Lack of succession planning knowledge, Not writing a will early, Internal squabbles, Not taking the business as a going concern and Cultural Hindrances are factors Militating against Succession in FOBs of Polygamous Families. The study also revealed that FOBs play a great part in the economy of nations and Southeast Nigeria is no exception. However, succession usually poses lots of problem especially when the business is owned by polygamous family.

Okoli, Ezeanolue and Edoko (2019) examined strategic planning and enterprise succession in selected family owned businesses in Anambra State, Nigeria using frequency, percentage, mean, standard deviation and t-test statistics. Findings revealed that there is no adequate application of strategic planning in the management and ownership succession of Family Owned Businesses (FOB) in Anambra state. There is also no significant difference in the

application of strategic planning in the management and ownership succession of Family Owned Businesses (FOB) in Anambra state. Family Owned Businesses face significant challenges in the application of strategic planning in both management and ownership succession in their businesses.

Nnabuife and Okoli (2017) examined succession planning and sustainability of selected family owned businesses in Anambra State, Nigeria using Pearson's Product Moment Correlation Coefficient to test for relationship and t-test to examine the mean difference. Findings revealed that mentorship has a high positive significant relationship with sustainability and that there is no statistical difference between the perceptions of selected incorporated FOB's and unincorporated FOB's on succession planning in Anambra State.

Salameh (2017) examined succession of family businesses in Palestine. This research adopts the qualitative research design, utilizing the content analysis methodology, and capitalizing on in-depth semi-structured interviews with 16 persons who are purposively selected from family businesses in Palestine to explore their perceptions and interpretations of the main factors that affect succession planning and outcomes of these businesses. The key findings of this research paper clearly illustrate that the top challenges facing family businesses in Palestine are: (1) the general political and economic situation in the country, (2) increasing competition locally and internationally, (3) financial-related problems, (4) introducing new products and services, (5) finding more customers and markets locally and globally. The results also indicate that family businesses regard family business continuity, maintaining family unity, protecting the family name in the market, and protecting the family heritage and wealth as the most important benefits of succession planning. In addition, it is found that the good father-son relationship is viewed as one of the most critical factors that positively affects the outcomes of succession of family businesses. On the other hand, rivalry among family members is one of the factors that negatively affect succession outcomes. Moreover, preparing successor during the life of the current business leader is considered the best alternative for family businesses. On the other hand, having a written succession plan is not popular to most family businesses.

Magasi (2016) investigated factors influencing business succession planning among SMEs in Tanzania. The study used Chi-square to establish the relationship between independent and dependent variables. The findings showed that the higher the age

of SMEs owners, the higher the possibility of preparing the business successors. Also, males are associated with more chance of being involved in business succession planning, the sons having a big chance of being the successors. Furthermore, increase in the level of education of SMEs owners has a positive influence in preparing the successors. Similarly, business size has a positive influence on business succession planning, the bigger business being given the first priority. In contrary, increase in involvement of family members in SMEs has no influence on business succession planning. Lastly, increase in communication among family members has a positive influence on business succession planning. The study revealed that SMEs owners don't prepare the business successors while still energetic. It further revealed that gender has an effect on business succession planning and that the owners who have low level of education die with their businesses because they rarely prepare the successors.

Wee, Mohamed and Hasliza (2015) examined family business succession planning: unleashing the key factors of business performance using descriptive statistics, correlation and regression technique. The findings showed that management styles, relationships between family members, values and beliefs and successor training significantly influence family business performance levels. The relationship between antecedents and business performance is found to be partly mediated by succession issues and fully mediated by succession experience.

Komora. Guyo and Odhiambo (2015) investigated influence of business goals on effective implementation of Succession management in state enterprises in Kenya using Pearson's Correlation Analysis and Regression Analysis. Findings from the study showed that business goals significantly influence effective implementation of succession management in state enterprises in Kenya. Business goals and objectives are part of the state enterprises strategic planning and implementation processes that describe what an organization expects to accomplish over time. The nature of organization goals greatly determines how the organization undertakes succession management and poor alignment of business goals with succession management strategy hinders effectiveness of many state enterprises. Effective implementation of succession planning requires identification of organization business goals and alignment of the goals with the deployed succession management strategy.

Aderonke (2014) examined culture determinants and family business succession in Jos Metropolis, Plateau State Nigeria using a cross-sectional survey and

structured questionnaire schedule administered to 372 SMEs in various sectors. Data from the questionnaire were analyzed using summary statistics, binomial logistic regression analysis and Pearson correlation coefficient in establishing preliminary relationships among the study variables. The findings of the binomial logistics indicates that all the determinants of culture have significant impact on the successful succession of family businesses while the result of the Pearson correlation coefficient shows that extended family system followed by inheritance law has the highest magnitude effect on successful succession of family business.

Jina (2014) examined the influence of culture on succession planning in South African Muslim owned family Businesses using the rapid ethnographic research methodology. The study reveal that cultural element influence the planning for handover, the selection process of the successor, the training and development of the successor, the handover process and the management stage of the business. The study also found that certain cultural aspect were influenced by religious practices and sentiments stemming the Islamic belief system.

Wahjono, Wahjoedi, Idrus and Nirbito (2014) examined succession planning as an economic education to improve family business performance in East Java Province of Indonesia using qualitative approach with in-depth interview and outside observation as a technique and using content analysis. The finding of this research is business start-up from own money and saving and from human capital on entrepreneurship that learn from family; succession planning are necessary but not easy; succession planning conduct after family business growth bigger; succession planning can improve family business performance; economic education in family can make succession planning in family business smoothly.

Mehrabani and Mohamad (2011) examined succession planning: a necessary process in today's organization. The study relied on extensive review of extant literature. Findings revealed that organizations that already have a succession planning and management program in place must focus on overcoming their exclusive obstructions to a best practice system. Those organizations which do not presently invest in succession planning and management system should perhaps consider it seriously; assessing the needs, requirements, and appropriateness of implementation.

Michael, Roy and Nel (1996) examined factors influencing family business succession using descriptive statistics and chi square statistics. Findings revealed a number of interesting

characteristics of successful transitions. First, heirs tend to be reasonably well-prepared, both in terms of their educational background and experience. They tend to start at the bottom in the company and to spend a number of years serving in a variety of capacities throughout the organization. Second, relationships within the family are generally positive, with limited levels of conflict, rivalry, or hostility. High levels of trust and shared values are in evidence. Third, planning and control activities tend to be informal, with considerable emphasis on tax planning and relatively little on succession planning. Similarly, there is little reliance on boards of directors, advisors or outside consultants.

In the final analysis, related studies on cultural influences and succession management among family owned businesses have been reviewed. Researchers have investigated succession management from various standpoints with robust insightful findings. Available literature suggest that most of the studies were carried out outside the shores of Nigeria thus, suggesting the lack of empirical literature in the study area. The only identifiable and related study in Nigeria were the studies carried out by Nnabuike, Nwogwugwu and Okoli (2019) and Aderonke (2014). Nnabuike, Nwogwugwu and Okoli (2019) investigated polygamy and the role it plays in smooth succession of FOBs in the Southeast Nigeria while Aderonke (2014) examined culture determinants and family business succession in Jos Metropolis, Plateau State Nigeria. These therefore created a literature and knowledge gap that justified this study on cultural influences and succession management among family owned businesses in Southeast Nigeria.

METHODOLOGY

Area of the Study

This study was conducted in southeast Nigeria. Data for the study were obtained from managers/owners of selected family owned businesses in Anambra State, Enugu State, Ebonyi State, Abia State and Imo State. The states are in Southeast Nigeria and they are significant to this study because of the volume of economic activities carried out in the states and the level of development of the family owned businesses in the states. Anambra and Abia States play a leading role as a centre for the manufacturing of various kinds of goods, assembly and distribution of motorcycles and spare-parts in Nigeria and as such other economic activities take place in the states. The states host the largest markets in West Africa (Olise & Nkamnebe, 2018).

Enugu State and Imo State are significant to this study because they are centers for corporate

businesses in South-East Nigeria. They are one of the economic hubs of the region where economic and business activities take place. The states have hotels of different classes scattered all over the cities as a result of the growing number of consumers and rising population of people that engage in one business activity or the other. The inhabitants are predominantly civil servants, professional/specialists and traders who are into various kinds of economic activities etc. Ebonyi state has one of the well planned and fast growing state capitals with the potentials of a promising businesses as a result of the influx of people into Abakaliki the state capital (Olise & Nkamnebe, 2018).

Population and Sample Size for the Study

The population of the study consists of all the family owned businesses in southeast Nigeria. The study made use of multi-staged sampling technique to determine the sample size of the study. This was carried out in three stages. According to Chukwuemeka (2002), multi-stage sampling is somewhat the combination of the other sampling techniques. At least, it combines two methods. The first stage was the division of the country into economic hubs that are in the five states in southeast Nigeria using purposive or judgmental sampling. Judgmental sampling is a non-probability sampling that makes use of typical cases among the population to be studied which the researcher believes will provide him or her with the necessary data needed (Micheal et al, 2012). The second stage was a sub-sampling also called a two-stage sampling. This involved a random selection of one hundred family owned businesses from each of the economic hubs of the five states in southeast Nigeria. In the third stage otherwise called the three-stage sampling, the simple random sampling technique was also used to select family owned businesses that have survived their first generation thus having a sample of 486 family owned businesses. The table below shows the population of registered SMEs in the selected states in the six geopolitical zones and the sample size.

Table 1: Distribution of firms by Population and Sample

States in Southeast Nigeria	Population of selected FOBs	Sampled FOBs
Anambra State	100	79
Abia State	100	68
Imo State	100	59
Enugu State	100	66
Ebonyi State	100	49
Total	500	321

Source: Field survey, 2021

Questionnaire Design, testing, and distribution

The instrument for data collection was the questionnaire. The questionnaire had two sections. The first section of the questionnaire contained general information about the respondents. It included ten background questions. The second section was a scaled items designed to collect information relating to objectives of the study. The responses to scale items measuring all the responses were measured using a four-point likert-type scale anchored by strongly agree (4), Agree (3), Disagree (2), and Strongly Disagree (1) respectively. Five trained research assistants were used in the administration of the questionnaire. They assisted the respondents to complete the questionnaire through an interactive process; thus making sure the questionnaire was completed on the spot. However, before the final

questionnaire was administered to the respondents, it was pretested on twenty FOBs owners/managers. Using their responses, the instrument was subjected to reliability test using the Cronbach's Alpha. The Cronbach's Alpha reliability statistics is 0.8011 or 80.1%, which is considered sufficiently high and above the cutoff point of 0.6 suggested by Hair, Bush, and Ortinua (2006).

Data Analysis Technique

Descriptive statistics like frequency and percentages and the regression analysis of the Ordinary Least Square (OLS) were used to conduct the various analysis of this study. The t-statistic using the regression technique Ordinary Least Square (OLS) was also used to test the hypotheses of the study. All the analyses were done using SPSS version 23.

Model Specification

The structural form of the model is stated as follows

$$\text{SUCM} = f(\text{INL}, \text{APS}, \text{FES}, \text{FAG}, \text{POL}) \quad \dots\dots\dots (1)$$

The mathematical form of the model

$$\text{SUCM} = \beta_0 + \beta_1 \text{INL} + \beta_2 \text{APS} + \beta_3 \text{FES} + \beta_4 \text{FAG} + \beta_5 \text{POL} \quad \dots\dots\dots (2)$$

The econometric form of the model

$$\text{SUCM} = \beta_0 + \beta_1 \text{INL} + \beta_2 \text{APS} + \beta_3 \text{FES} + \beta_4 \text{FAG} + \beta_5 \text{POL} + \mu_i \quad \dots\dots\dots (3)$$

Where;

SUCM = Succession Management

INL = Inheritance laws

APS = Apprenticeship system

FES = Female seclusion

FAG = Family governance

POL = Polygamy

f = Functional relationship

β_0 = the intercept or the constant

$\beta_1 - \beta_5$ = the co-efficient of the explanatory variables

μ_i = Stochastic error term.

ANALYSIS OF SURVEY RESULT

Demographic Profile

Table 2: Distribution of Respondents According to Gender

Variable	Frequency	Percent (%)	Cumulative (%)
Male	479	99.4	99.4
Female	3	0.6	100
Total	321	100	

Source: Field Survey, 2020

As shown in table 2 shows that four hundred and ninety-six of the respondents representing 99.4% of the respondents are males while three of the respondents representing 0.6% of the respondents are females.

Table 3: Distribution of Respondents According to Age

Variable	Frequency	Percent (%)	Cumulative (%)
18-32	23	4.8	4.8
31-40	48	10.0	14.8
41-50	238	49.4	64.2
51-60	93	19.2	83.4
61-70	80	16.6	100.0
Total	321	100.0	

Source: Field Survey, 2020

As shown in table 3, twenty three respondents, representing 4.8% of the respondents are between the ages of 18-32. Forty-eight respondents, representing 10.0% of the respondents, are between the ages of 31-40. Two hundred and thirty-eight respondents, representing 49.4% of the respondents, are between the ages of 41-50. Ninety-three respondents, which account for 19.2% of the respondents are between the ages of 51-60, while eighty respondents that account for 16.6% of the respondents, are between the ages of 61-70.

Table 4: Distribution of Respondents According to Educational Qualification

Variable	Frequency	Percent (%)	Cumulative (%)
Primary	15	3.1	3.1
Secondary	439	91.1	94.2
Tertiary	28	5.8	100.0
Total	321	100.0	

Source: Field Survey, 2020

From table 4, all the respondents had formal education. Fifteen respondents representing 3.1% of the respondents had primary education. Four hundred and thirty-nine respondents representing 91.1% had secondary education while twenty-eight respondents representing 5.8% had tertiary education.

Table 5: Distribution of Respondents According to Years of Business Experience

Variable	Frequency	Percent (%)	Cumulative (%)
1-5	15	3.1	3.1
6-10	85	17.7	20.8
11-15	97	20.1	40.9
15-30	285	59.1	100.0
Total	321	100.0	

Source: Field Survey, 2020

With respect to business experience in private label, table 5 reveals that fifteen respondents representing 3.1% of the respondents had 1-5years business experience. Eighty-five respondents representing 17.7% of the respondents had 6-10years business experience. Ninety-seven respondents representing 20.1% of the respondents had 11-15years business experience, while two hundred and eighty-five respondents representing 59.1% of the respondents had 15-30years business experience.

Table 6: Distribution of Respondents According to Marital Status

Variable	Frequency	Percent (%)	Cumulative (%)
Married	396	82.2	82.2
Single	68	14.1	96.3
Widow/Widower	18	3.7	100.0
Total	321	100.0	

Source: Field Survey, 2020

From table 6, three hundred and ninety-six respondents representing 82.2% of the respondents are married. Sixty-eight respondents representing 14.1% of the respondents are single, while eighteen respondents representing 3.7% of the respondents are widow/widower.

Regression Analysis Result

Table 1: Regression Result on cultural influence and succession management among FOBs in southeast Nigeria

Model	B	Std. error	T	Sig.
Constant(C)	0.1205	0.0309	3.8979	0.004
Inheritance laws	0.3419	0.0626	5.4543	0.001
Apprenticeship system	0.5744	0.0671	8.5544	0.000
Female seclusion	-0.1150	0.0345	-3.3331	0.004
Family governance	0.4607	0.06831	7.6744	0.000
Polygamy	-0.3311	0.0619	-5.3455	0.001
R	0.900			
R²	0.858			
Adj. R²	0.821			
F-statistic	33.001			0.000

Source: Field Survey 2021

Dependent Variable: Succession Management proxied by Business generation survival As shown in table 1, the regression result revealed the regression coefficients of the variables, standard errors, t-test values and the probability values showing the levels of significance of the variables entered in the model. R , R^2 and adjusted R^2 measures the combine effect of all the variables entered in the model on the regressand, independent or the explained variable - Succession Management. The F-statistics measures the fitness of the model. The constant (C) in the result suggest the behaviour of the regressand, independent or the explained variable if all the regressors, independent variables or the explanatory variables - inheritance laws, apprenticeship system, female seclusion, family governance and polygamy - are held constant.

Discussion of Findings

From the result it is observed that the regression line has a positive intercept as presented by the constant (c) = 0.1205. This means that if all the variables are held constant or fixed (zero), the succession management proxied by business generation in southeast Nigeria increases by 12.1%. The result also conforms to the a priori expectation which states that the intercept could be positive or negative.

Inheritance laws have a positive relationship with succession management proxied by business generation survival in southeast Nigeria. This implies that the inheritance laws and succession management proxied by business generation survival increase in the same direction. In other words, a 1% increase in Inheritance laws will bring about 34.2% growths in business generation survival in southeast Nigeria.

Apprenticeship system has a direct and positive relationship with succession management proxied by business generation survival in southeast Nigeria. In other words, a 1% increase in apprenticeship system will bring about 57.4% growths in succession management in southeast Nigeria.

Female seclusion and polygamy have inverse relationship with succession management in southeast Nigeria. This implies that the more there is female segregation and increase in polygamy there will be increase in FOBs mortality rate. Therefore, an increase in either of female seclusion and polygamy will negatively affect succession management in southeast Nigeria by 11.5% and 33.1% respectively.

Family governance has positive relationship with succession management in southeast Nigeria. It accounts for 46.1% influence on succession management in southeast Nigeria. In other words as family governance increases succession management increases by 46.1%.

In the final analysis, we look at the overall fitness and significance of the model using the R^2 and the F-statistics that is by applying the coefficient of determination (R^2) and the F-test. In general, the joint effect of the explanatory variables-independent variables-in the model account for 0.858 or 85.8% of the variations in succession management in southeast Nigeria. This implies that 85.8% of the variations in the succession management in southeast Nigeria are being accounted for or explained by the inheritance laws, apprenticeship system, female seclusion, family governance and polygamy. While other independent variables not captured in the model explain just 14.2% of the variations in succession management in southeast Nigeria.

All the five regression coefficients (inheritance laws, apprenticeship system, female seclusion, family governance and polygamy) have significant influence on succession management in southeast Nigeria.

Test of Hypotheses

The t-test is used to know the statistical significance of the individual parameters at 5% significance level. The result is showed on table 8 below.

Table 2: Summary of t-statistic

Variables	t-cal (t_{cal})	Sig.	Conclusion
Constant(C)	3.8979	0.004	Statistically Significant
Inheritance laws	5.4543	0.001	Statistically Significant
Apprenticeship system	8.5544	0.000	Statistically Significant
Female seclusion	-3.3331	0.004	Statistically Significant
Family governance	7.6744	0.000	Statistically Significant
Polygamy	-5.3455	0.001	Statistically Significant
F-statistic	33.001	0.000	Statistically Significant

Source: Researchers computation

We begin by bringing our working hypotheses to focus in considering the individual hypothesis. From table 2, the t-test result is interpreted below:

Hypothesis One

Ho₁: Inheritance laws have no significant influence on succession management among family owned businesses in southeast Nigeria.

From table 2, the t-test value of Inheritance laws is significant. We, therefore, reject the null hypothesis and conclude that the inheritance laws have significant influence on succession management among family owned businesses in southeast Nigeria.

Hypothesis Two

Ho₂: Apprenticeship system laws have no significant influence on succession management among family owned businesses in southeast Nigeria

From table 2, the t-test value of apprenticeship system is significant at 0.000 level of significance. We, therefore, reject the null hypothesis and accept the alternate by concluding that apprenticeship system has significant influence on succession management among family owned businesses in southeast Nigeria.

Hypothesis Three

Ho₃: Female seclusion laws have no significant influence on succession management among family owned businesses in southeast Nigeria

From table 2, the t-test value of female seclusion is significant at 0.004 level of significance. We, therefore, reject the null hypothesis and accept the alternate by concluding that female seclusion has significant influence on succession management among family owned businesses in southeast Nigeria.

Hypothesis Four

Ho₄: Family governance laws have no significant influence on succession management among family owned businesses in southeast Nigeria

From table 2, the t-test value of family governance is significant at 0.000 level of significance. We, therefore, reject the null hypothesis and accept the alternate by concluding that family governance has significant influence on succession management among family owned businesses in southeast Nigeria.

Hypothesis Five

Ho₅: Polygamy has no significant influence on succession management among family owned businesses in southeast Nigeria

From table 2, the t-test value of polygamy, is significant at 0.001 level of significance. We, therefore, reject the null hypothesis and accept the alternate by concluding that polygamy has significant influence on succession management among family owned businesses in southeast Nigeria

CONCLUSION AND RECOMMENDATIONS

Findings from the study revealed that:

1. Inheritance laws have a positive relationship with succession management proxied by business generation survival in southeast Nigeria and it accounts for 34.2% growths in business generation survival in southeast Nigeria.
2. Apprenticeship system has a direct and positive relationship with succession management proxied by business generation survival in southeast Nigeria. and it accounts for 57.4% growths in succession management in southeast Nigeria.
3. Female seclusion and polygamy have inverse relationship with succession management in southeast Nigeria. Either of female seclusion and polygamy will negatively affect succession management in southeast Nigeria by 11.5% and 33.1% respectively.
4. Family governance has positive relationship with succession management in southeast Nigeria. It accounts for 46.1% influence on succession management in southeast Nigeria. In other words as family governance increases succession management increases by 46.1%.
5. In the final analysis, all the five regression coefficients (inheritance laws, apprenticeship system, female seclusion, family governance and polygamy) have significant influence on succession management in southeast Nigeria.

In the final analysis, this study has examined cultural influences and succession management among family owned businesses in southeast Nigeria. The study has specifically ascertained the effect inheritance laws, apprenticeship system, female seclusion, family governance and polygamy on succession management in southeast Nigeria. Findings revealed that all the five regression coefficients (inheritance laws, apprenticeship system, female seclusion, family governance and polygamy) have significant influence on succession management in southeast Nigeria. Although female seclusion and polygamy have inverse relationship with succession management in southeast Nigeria but they have significant influence on succession management.

Based on the findings of this study, the following recommendations are made:

1. With respect to inheritance laws and polygamy the original owners of family owned businesses should consider have a planned succession management by ensuring that the successor undergoes the necessary tutelage and mentoring for succession.

2. Apprenticeship system was found to be significant. It important that the owner ensures that the intended successor undergoes the needed apprenticeship training to enable acquire the needed intellectuality for growing and sustaining the business.
3. Females segregation is found to be significant and should be discourage by law and the original owners of FOBs. This is because some females are born with innate abilities and critical thinking aids successful management and when they are segregated by inheritance laws, family members may mismanage the business.
4. With respect to family governance, original FOBs owners should the platform for family governance when they are still alive and constitute it as a board so that at their demise the trend will continue to work. This is because the most successful FOBs are the ones with good family governance board as can be seen in the regression coefficient with 46.1% ranking second on the influence on succession management

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